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President: Ms. Mejía Vélez (Vice-President) ..... (Colombia)
later: Mr. Drobnjak (Vice-President) ..... (Croatia)

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In the absence of Mr. Sajdik (Austria), Ms. Mejía Vélez (Colombia), Vice-President, took the Chair.

The meeting was called to order at 3.15 p.m.

Operational activities of the United Nations for international development cooperation (*continued*)

(c) South-South cooperation for development

Panel discussion: "Opportunities and challenges to mainstream South-South cooperation by the United Nations development system in order to maximize its impact on national capacity development"

1. **The President** said that there was demand from many programme countries for the United Nations to support South-South cooperation, particularly in areas such as economic growth and employment, the environment and natural resources. It was therefore important to continue sharing experiences and good practices regarding South-South, triangular and North-South cooperation, The United Nations development system had made progress in promoting South-South cooperation, and 20 of the 22 United Nations agencies that had taken part in a survey of agency headquarters conducted by the Department of Economic and Social Affairs had confirmed that they had integrated it into their strategic plans. Eighteen of those agencies had also reported on South-South cooperation in their annual reports. There was a need, however, for more coherent coordination and effective support for South-South cooperation from the United Nations system.

2. **Mr. Zhou** Yiping (Director, United Nations Office for South-South Cooperation, and Envoy of the Secretary-General on South-South Cooperation), moderator, said that there was growing consensus among developing countries on the importance of South-South cooperation and developing countries were increasingly working together to share their knowledge and experience to promote development. China was spearheading the creation of the Asian Infrastructure Investment Bank, which would complement the role played by the recently-established New Development Bank (BRICS Development Bank) and provide further impetus and financial support for South-South cooperation. Furthermore, many developing countries were working together to establish national climate funds to address the challenges posed by climate change, and many large developing countries, including Brazil, China and India, had signed agreements with United Nations agencies with a view to sharing with other developing countries their extensive knowledge in fields such as agriculture, information technology and rural poverty eradication. The United Nations was seeking to build on the consensus reached in the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation and underscored that South-South and other forms of non-traditional cooperation could complement, but not replace, traditional North-South cooperation mechanisms. Many United Nations agencies had adopted system-wide operational guidelines on South-South cooperation, and many had established South-South cooperation focal points or allocated resources to support dedicated South-South knowledge exchange mechanisms.

3. More remained to be done. All developing countries were strongly urged to establish focal points to oversee South-South cooperation inflows and outflows, and allocate resources to support multilateral cooperation mechanisms. United Nations country teams were well positioned to support national initiatives in that area. Developing countries were also urged to redouble their efforts, including in collaboration with the private sector and civil society, to help their peers in the global South to achieve the remaining Millennium Development Goals (MDGs) and prepare the ground work for the achievement of the anticipated sustainable development goals. The technologies and material and human resources needed to address the vast majority of MDG and sustainable development goal challenges were to be found in developing countries and concerted efforts were now needed to enable all countries to exploit those technologies and resources for the benefit of the peoples of the global South.

4. **Mr. Chediek** (United Nations Resident Coordinator, Brazil), panellist, said that, despite its long history of exclusion, poverty, hunger and discrimination, Brazil had made impressive progress in terms of its development indicators since the early 1990s; indeed, according to the rigorous human development indicator developed by the Brazilian authorities, human development had improved by 48 per cent in just 20 years. The success of Brazil was due to the Government's strong political commitment to human development and its implementation of innovative national policies and programmes. Many countries in the global South were eager to learn from

that successful approach and Brazil had established the Brazilian Cooperation Agency to respond to numerous requests for development assistance. Moreover, Brazil had adopted the concept of South-South cooperation as a key pillar of national policy and was working closely with the 14 United Nations agencies operating in the country, as well as with traditional donors, to identify and share best practices. Between 2012 and 2014, Brazil had worked with those agencies to launch 44 South-South cooperation initiatives. Brazil also participated in trilateral initiatives with the United Nations development system and traditional donor countries, including Japan and the United Kingdom, to implement projects in other developing countries in areas such as women's empowerment and school feeding programmes. Brazil was particularly well placed to assist many developing States in South America and Africa because, like Brazil, they were multicultural, multiracial tropical countries and often faced similar challenges.

5. Brazil was constantly striving to enhance the impact of its South-South cooperation initiatives and called for further efforts to ensure that all organizations promoting development adopted an institutional culture that was conducive to South-South cooperation. Donor and recipient countries must have a clear understanding of how the United Nations development system could facilitate such cooperation. Moreover, care must be taken to ensure that the various approaches to development adopted by United Nations agencies did not hinder the provision of assistance; instead, operational diversity and the variety of experience should be seen as a strength of the Organization that could enhance its impact. South-South initiatives spearheaded by Brazil were having a significant impact in other countries. For example, a successful school feeding programme was now being replicated in several African and Central American countries, in partnership with the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP). Food insecurity and malnutrition were already improving as a direct result of those programmes. Brazil had also provided technical assistance to help Senegal conduct a national census and, following the success of that initiative, Brazil and Senegal were both assisting Haiti to prepare for its national census, which would use the same tried and tested technology.

6. The Brazilian Learning Initiative for a World without Poverty had been launched in partnership with the World Bank and the United Nations Development Programme (UNDP) to identify, document and disseminate knowledge about the country's experience with the design and implementation of policies and programmes to promote social development and poverty reduction. Furthermore, under the auspices of UNDP, the Governments of Haiti, Brazil and Cuba were working together to strengthen the health care system in Haiti, and Brazil was providing technical assistance to Peru to help with the launch of a conditional cash transfer programme, modelled on a similar programme in Brazil, that aimed to significantly improve the lives of some 1.7 million Peruvian children and 800,000 families.

7. **Ms. Grignon** (Observer for Kenya), panellist, said that as a lower-middle-income developing country that faced many of the same challenges as other developing countries, Kenya believed that the United Nations development system could support Governments as they sought to adopt multisectoral approaches and coordinate responses to climate change, sustainable development, poverty reduction, gender equality, and other complex issues that required interagency responses. The Organization could use its unique role as a convening power to help Governments leverage resources for the common good. Furthermore, the United Nations development system could provide evidence-based policy advice in line with international norms and standards, which should be integrated into national legislative and policy frameworks, and could help Member States monitor the effect of those frameworks on their citizens. The United Nations could also help countries establish knowledge-sharing mechanisms, a critical prerequisite if they were to successfully implement South-South and triangular cooperation initiatives.

8. Many low- and middle-income developing countries required assistance in their efforts to gather high-quality data, promote transparency and align their national policies with their development priorities. In that connection, South-South cooperation could strengthen national ownership of development projects and bolster national capacities. Indeed, countries that had successfully integrated South-South and triangular initiatives in their national cooperation strategies were often more successful at mobilizing resources and scaling up development initiatives. Although South-

South and triangular corporation could only complement, not substitute, traditional North-South cooperation modalities, they would undoubtedly play an increasingly important role in the years ahead as countries strove to achieve the remaining MDGs and the new sustainable development goals. South-South and triangular cooperation could enhance the effectiveness of development assistance as provider and recipient countries often faced similar challenges and were frequently better able to formulate appropriate development strategies than traditional donors. They also reinforced mutual trust between States of the global South, many of which were proactively engaging in the global development architecture and moving beyond their traditional roles as aid recipients. For South-South cooperation to be successful, high-level political support was crucial, particularly with a view to ensuring the sustainability of cooperation initiatives. The United Nations, as an international organization operating across the global South with strong credibility among a wide range of stakeholders, was ideally suited for mobilizing the resources necessary to implement South-South cooperation programmes. A pragmatic, collaborative, action-oriented and multi-stakeholder approach to development was needed, with input from civil society and non-governmental organizations. South-South cooperation must be based on long-term relationships between stakeholders.

9. If South-South cooperation programmes were to be mainstreamed in countries' national development plans, States must develop reliable and easily-understandable indicators to facilitate effective monitoring and evaluation of cooperation initiatives. Every effort must also be made to identify capacity gaps, leveraging any support necessary in that regard from traditional donors. Kenya had established the National Integrated Monitoring and Evaluation System to monitor the implementation of its long-term development blueprint and had shared its experience with all relevant stakeholders. The United Nations continued to provide technical and financial assistance to Kenya, through the United Nations Development Assistance Framework (UNDAF), to help it achieve its development objectives, as set forth in the Kenya Vision 2030 development programme. Kenya had adopted a decentralized, people-centred approach to development in which decisions were made at the lowest appropriate level with a view to bringing Government closer to the people and increasing popular participation in development initiatives.

10. Efforts must be made to improve coordination between United Nations agencies to avoid giving the impression that they were in competition with each other. Overreach by agencies and fragmentation of their development assistance also remained a matter of some concern. Furthermore, civil society organizations and private sector stakeholders must coordinate and streamline their operations to ensure that they were effective partners in development, and efforts must be made to improve policy planning and budgeting. To that end, the Kenyan Public Finance Management Act of 2012 sought to ensure that development projects could be implemented without mobilizing additional resources.

11. The United Nations development system could also enhance the capacities of developing countries to formulate development cooperation programmes that responded to their specific challenges, as well as strengthen the capacity of subregional and regional organizations to identify areas where South-South cooperation would have the greatest impact. Developing countries should review their development policies, strategies and institutional and regulatory frameworks to provide an environment that supported South-South and triangular cooperation initiatives.

12. *Mr. Drobnjak (Croatia), Vice-President, took the Chair.*

13. **Mr. Choesni** (Observer for Indonesia), State Ministry of National Development Planning, panellist, said that Indonesia was learning from the extensive experience of Brazil in promoting development, particularly in the area of conditional cash transfers, which Indonesia was planning to use to provide assistance to more than 10 million poor households across the country. Since 2008, Indonesia had been categorized as a middle-income country, and was increasingly playing an active role in the global economy. A member of the Group of 20 (G20), Indonesia was a signatory to the Paris Declaration on Aid Effectiveness and, in 2009 had adopted the Jakarta Commitment, which constituted the country's aid effectiveness road map. To promote international cooperation, including South-South and triangular cooperation, Indonesia was endeavouring to establish a knowledge hub, so that lessons learned by development partners in various parts of the country, and by other

countries in the global South, could be shared with relevant stakeholders in order to facilitate the replication of effective development projects. Indonesia had not established a central entity to coordinate South-South and triangular cooperation; that function was performed by a national coordination team, comprising the Ministry of Foreign Affairs, the Ministry of Finance, the Ministry of State Secretariat and the State Ministry of National Development Planning. Additional resources would be required, however, if Indonesia was to realize the full potential of South-South cooperation and fulfil its national development agenda.

14. Since 2009, Indonesia had been working with UNDP to streamline and strengthen the effectiveness, ownership and transparency of its development programmes. It had, moreover, signed a partnership agreement with that Programme in 2012 with a view to supporting other developing and least developed countries, including Myanmar, Uzbekistan, Vietnam and Morocco. On the basis of its experience, Indonesia was convinced that the United Nations could play a catalytic role in South-South and triangular cooperation, including in areas such as technology transfer and institutional development, and could bolster countries' efforts to achieve their national development priorities. Assistance providers also stood to benefit from such cooperation and both providers and recipients should seek to exploit the breadth of knowledge gained by United Nations and other relevant agencies and partnerships. Efforts must also be made to ensure that development programmes were sustainable and established clear exit strategies for when they were no longer required.

15. **Mr. de Aguiar Patriota** (Brazil) said that the debate on how to promote South-South cooperation was an opportunity to realign the entire United Nations development cooperation system so that it placed greater emphasis on social inclusion and the sustainable use of national resources. South-South, triangular and other forms of non-traditional cooperation enabled countries at similar stages of development, which often faced similar challenges, to share best practices in a wide variety of fields, including job creation, transport and migration. With India and South Africa, Brazil had established the India, Brazil and South Africa (IBSA) Facility for Poverty and Hunger Alleviation (IBSA Fund), which provided financial support to human development projects in the developing world. Brazil strongly believed that the Fund could serve as a model for other South-South cooperation partnerships and called on the United Nations development system to enhance and scale up its support for such initiatives. The guidelines on traditional North-South cooperation established by the Organization for Economic Cooperation and Development (OECD) were not necessarily the most appropriate guidelines for South-South cooperation initiatives, which should be based on the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation. However, further discussions would be needed for consensus to be reached in that important area.

16. **Mr Ruiz Blanco** (Columbia) said that South-South cooperation complemented, but could never substitute, North-South cooperation and official development assistance (ODA) from developed countries. South-South cooperation should be understood as a demonstration of solidarity between developing countries that emphasized national ownership, non-conditionality and respect for national sovereignty. It could help countries enhance their human resources, promote technological modernization and entrepreneurism, and exploit and preserve their natural resources. To maximize the impact of South-South and triangular cooperation, more systematic and coordinated support was needed from the United Nations system, which had a key role to play in facilitating knowledge-sharing, providing technical assistance and matching potential assistance providers with recipients with a view to establishing collaborative partnerships for development. In particular, steps should be taken to bolster the role of the United Nations Office for South-South Cooperation so that it could more effectively fulfil its mandate.

17. **Mr. Shearman** (United Kingdom) said his country had gained valuable experience through its development cooperation with Brazil and other development partners. While South-South cooperation should not be seen as a substitute for traditional North-South cooperation paradigms, it could only grow in importance over the coming 15 years as the international community strove to achieve the sustainable development goals. Many of the key issues relevant to South-South cooperation were reminiscent of issues that came up in the context of North-South cooperation, including the question of how stakeholders could avoid fragmentation and promote

project sustainability, as well as issues of national ownership, financial responsibility and transparency. In that regard, he asked the observer for Kenya, in the light of her country's experience, how stakeholders could maximize the impact of multi-stakeholder partnerships, and whether consensus was emerging on a set of common principles to guide both South-South and North-South cooperation initiatives.

18. **Mr. Momita** (Japan) said that his country had been promoting South-South and triangular cooperation for several decades and would continue to share its knowledge and best practices in that area with all relevant stakeholders. Japan worked closely with the United Nations Office for South-South Cooperation and believed that South-South and North-South cooperation should be undertaken in line with the policy priorities of programme countries and United Nations agencies. The United Nations Office could play a key role in promoting capacity development and fostering dialogue between providers and beneficiaries of South-South cooperation and other relevant stakeholders. However, the international community should also reflect on how the Organization could further enhance its support for South-South and triangular cooperation in the future, with a view to promoting development.

19. **Ms. Colín Ortega** (Observer for Mexico) said that additional resources would be required to fully develop South-South cooperation mechanisms. South-South cooperation was a partnership of equals, based on the principle of solidarity among countries of the global South, as a complement to traditional ODA. To boost its effectiveness, it was essential to enhance results-based management and accountability mechanisms and coordinate South-South and other initiatives to support countries' national plans and priorities. South-South and triangular cooperation were exceptional tools that enabled Member States to learn from the best practices of a diverse range of stakeholders. More could be done, however, to enhance the effectiveness of South-South cooperation, including by ensuring the predictability of assistance, encouraging development partners to make strategic cooperation commitments, discouraging isolated short-term activities, improving coordination and communication mechanisms and enhancing information-gathering at the national level. In that regard, the Global Partnership for Effective Development Cooperation could help providers from the global South design more effective methodologies to determine their development cooperation needs. Mexico fully supported initiatives, mechanisms and institutional arrangements to promote South-South and triangular cooperation among developing countries, and believed that such cooperation would be an effective tool in global efforts to achieve the sustainable development goals.

20. **Ms. Grignon** (Observer for Kenya) said that on the basis of the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation and the experience of, and lessons learned by, countries at different levels of development in their efforts to promote and implement South-South cooperation initiatives, consensus was emerging on a set of common principles and standards for cooperation that would, inter alia, help facilitate implementation of the post-2015 development agenda.

21. **Mr. Zhou** Yiping (Director, United Nations Office for South-South Cooperation, and Envoy of the Secretary-General on South-South Cooperation) said that the United Nations Office for South-South Cooperation was working with established South-South cooperation partners, including Brazil and China, to help developing countries establish national South-South coordination entities and monitoring mechanisms. Further efforts would be needed to establish standard criteria for measuring the impact of South-South initiatives.

22. **Mr. Chediek** (United Nations Resident Coordinator, Brazil) said that South-South cooperation initiatives were often low-cost yet highly effective ways to promote development; they would prove critical in the implementation of the post-2015 development agenda. Further political support for South-South cooperation would be needed in order to fully exploit its potential. Moreover, the United Nations development system and other international organizations must allocate additional financial resources and streamline their institutional support mechanisms to support South-South initiatives.

23. **Mr. Choesni** (Observer for Indonesia), State Ministry of National Development Planning, said that China, Indonesia, Mexico and other developing countries were seeking to reach agreement on a set of guiding principles for development cooperation. There was general consensus that South-South cooperation could not substitute traditional North-South cooperation mechanisms and that developing countries

must exercise ownership over their cooperation initiatives. Increasingly, developing countries at similar levels of development were working together to address common challenges by sharing their experience and identifying best practices. It was likely that South-South cooperation would prove to be a highly effective mechanism in global efforts to achieve the sustainable development goals.

The meeting was suspended at 4.55 p.m. and resumed at 5 p.m.

Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (*continued*)

(b) Reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme (*continued*)

(c) South-South cooperation for development (*continued*)

24. **Mr. Mamabolo** (South Africa), speaking on behalf of the Group of 77 and China, said that the role of United Nations operational activities for development, and their capacity to assist developing countries in achieving their development goals, must be strengthened and scaled up; to that end, continued improvement in effectiveness, efficiency, coherence and impact, as well as a significant increase in core resources, would be needed. Operational activities for development should also focus on capacity-building for developing countries to enable them to address national priorities and achieve internationally agreed development goals. In that regard, the United Nations should make optimal use of available national expertise by enabling and facilitating the access of recipient countries to the full range of development services available throughout the United Nations development system, including regional commissions.

25. The urgent need to address poverty could not be overemphasized. Bearing in mind that General Assembly resolution 67/226 had called upon the United Nations development system to assign the highest priority to poverty eradication, which remained the greatest global challenge, the system must address that priority through targeted and focused development programmes and projects. The United Nations funds and programmes should include, in their regular reporting to the Council, information on steps taken, in accordance with their mandates, to scale up efforts to address the root causes of poverty and hunger; and information on the sharing of good practices, lessons learned and programmes and policies such as capacity-building, employment generation, education, vocational training, rural development and the mobilization of resources, which were aimed at achieving poverty eradication and promoting the active participation of those living in poverty in their design and implementation.

26. The Group attached great importance to General Assembly resolution 69/238 on operational activities for development of the United Nations system, and emphasized the need, in the context of its implementation, to strike a balance between core and non-core resources in order to operationalize the concept of critical mass. The Group also stressed the need to review the governance structures of the United Nations funds and programmes in a constructive, reform-oriented dialogue to ensure the legitimacy of the development system. Reiterating the requests contained in General Assembly resolutions 67/226, on the quadrennial comprehensive policy review, and 69/239, on the strengthening of South-South cooperation, the Group appreciated the significant progress made by different entities of the development system toward mainstreaming South-South and triangular cooperation in their key policies, strategic frameworks, operational activities and budgets. The Group urged the United Nations system to implement decision 18/1 of the High-level Committee on South-South Cooperation, including by promoting system-wide provision of financial and human resources for the United Nations Office for South-South Cooperation.

27. Expressing its concern at the lack of transparency regarding the reporting received from the United Nations system at the country level, the Group requested that regular reporting on results achieved by the system should be provided to Governments of programme countries at least twice during each UNDAF or other common planning framework cycle. Such reports should be structured around the UNDAF and linked to national development results, and should

inform the Governments of programme countries of the results achieved by the United Nations country team as a whole. The Group requested the Secretary-General, in the context of his regular reporting to the Council, to provide an update on progress in that regard. The contributions of Member States in the operational activities segment would go a long way toward shaping a more inclusive quadrennial comprehensive policy review process. Tangible goals for the improvement of the development system must be advanced in anticipation of the quadrennial comprehensive policy review cycle starting in 2016.

28. **Mr. Maksimychev** (Russian Federation), stressing the need for timely issuance of reports of the Secretary-General in all official languages to ensure that Member States were fully prepared for the operational activities segment, said that the systematic and successful implementation of the new sustainable development agenda would depend on rational use of donor resources, transparency and efficiency, with due consideration given to the priorities of programme countries. In that connection, his delegation welcomed discussions by Member States and the development system on the issue of funding for operational activities and stressed the need for a continued presence of the United Nations funds and programmes in countries in need, especially low-income and least developed countries. His delegation called for a continued increase in core resources, along with an improvement in the predictability and quality of earmarked funds, which were equally important for addressing the challenges faced by programme countries. In that connection, the ongoing discussions in some of the United Nations funds and programmes about the concept of critical mass of core resources had provided valuable insight into different agencies' approaches to development financing and had underscored the continued relevance of non-core resources for the implementation of their mandates.

29. The United Nations development system should continue to accord priority to sustainable economic growth, employment, poverty reduction and health, areas for assistance that programme countries had identified as fundamental. Measures designed to facilitate the interaction of the Organization with new and emerging donors should continue to be implemented and reforms aimed at improving operational coordination among agencies and enhancing the efficiency of the development system should be carried out. At the same time, individual agencies, funds and programmes must maintain their distinct mandated responsibilities, as the implementation of those specific mandates was essential to the full realization of the post-2015 development agenda. While the success of the post-2015 agenda would require a reconfiguration of the work and operational activities of the United Nations system, it was nevertheless important to safeguard the existing system, which had proven effective in guaranteeing progress, notably toward the MDGs. To be effective, the development system must strike a balance between providing direct development assistance and monitoring Member States' progress toward internationally agreed development goals and targets.

30. **Ms. Colín Ortega** (Observer for Mexico) said that, as a general policy, developing countries must be better represented in international organizations. In that regard, a discussion should be held with a view to improving the practices and functioning of the governing structures of the United Nations funds and programmes, bearing in mind that they should be funded from voluntary rather than mandatory contributions.

31. The resident coordinator system should be adequately diversified in terms of geographical distribution and gender, with all United Nations entities participating on an equal footing in that system. Options for strengthening the development system needed to be explored. While the resident coordinator system should remain under the umbrella of UNDP for the time being, the functional firewall separating the resident coordinator function from the UNDP resident representative function should be maintained. The United Nations development system should optimize resource use by avoiding fragmentation and adopting revised oversight policies aimed at bringing about reforms and strengthening the evaluation, audit, transparency and accountability structures and components. The United Nations should make the "Delivering as one" initiative a reality and continue to promote joint efforts in that context to improve the effectiveness of its operations. "Delivering as one" would contribute to improving communication between funds and programmes, sharpening the focus of operations, maximizing gains and avoiding fragmentation of financial and human resources that could be more effectively channelled toward other areas.

32. Greater efforts should be undertaken to mobilize resources, including but not limited to financial resources, from Governments, the private sector, academia, civil society organizations and foundations in order to complement agencies' core resources and ensure that adequate means were in place to provide support for countries, particularly least developed countries. Consideration of those issues should be taken up at the third International Conference on Financing for Development. Efforts must be undertaken to strengthen exchanges between the United Nations system, Bretton Woods institutions and other relevant international forums such as the G20 and to enhance dialogue processes aimed at developing a coordinated response to the consequences of the financial crisis and reducing its impact on development activities. The structured dialogues should contribute to the incorporation of non-core resources in strategic plans; those resources were an essential component of available funding for development activities and were, for the most part, efficiently allocated. The creation of forums for dialogue on development financing outcomes could provide a platform for United Nations agencies to improve the current financial architecture and align it with the challenges and activities of the post-2015 era. Regional and country offices could contribute to mobilizing resources by establishing partnerships with key stakeholders in the private sector and civil society to help defray the costs of implementing existing programmes or develop new strategies to ensure national ownership of programmes. The Secretariat should conduct a review of the quadrennial comprehensive policy review recommendations and prepare a report highlighting those that were aligned with the goals and targets of the post-2015 development agenda, in order to serve as a basis for Member States' preparation for the next quadrennial comprehensive policy review cycle.

33. The magnitude and complexity of the development challenges on the threshold of the post-2015 era made it essential for development actors to forge partnerships in order to maximize their comparative advantages and channel their efforts toward agreed development goals. The implementation of the post-2015 agenda, while primarily State-driven, could not be regarded as the exclusive responsibility of States; it would also require the development and strengthening of synergies between Governments and actors outside the United Nations development system. In that context, the Global Partnership for Effective Development Cooperation provided an inclusive platform for equal dialogue among development actors with the goal of strengthening the impact and effectiveness of partnerships based on the principles of mutual transparency and accountability, including through the monitoring of partnerships at the local level. The effective implementation of the post-2015 agenda would require more than a network of agencies with coordinated development or humanitarian assistance activities; it would require the harmonization of policies, procedures, rules and regulations in order to bring about structural and coordinated reforms in the development activities of each agency and the definition of strategic plans and country programmes, with a view to improving the Organization's efficiency.

34. The defining characteristics of middle-income countries and the methodologies used to determine them must be discussed. Given that those countries constituted a heterogeneous group comprising 7 billion people, of which 73 per cent were living in poverty, accounted for one third of world gross domestic product and were the drivers of global growth, it was necessary to move beyond the per-capita income criterion and develop a more holistic methodology for defining them. Middle-income countries had a key role to play in development cooperation, particularly South-South cooperation. They could share experiences in overcoming challenges and could therefore contribute to a better understanding of global development challenges. The commitment of the international community was nevertheless required to tackle inequality. Support for middle-income countries was not a substitute for support for least developed countries, island States or other countries in need, nor did it imply an increase in ODA. Rather, it would involve the provision of a specific set of tools and incentives aimed at promoting, inter alia, increased access to markets and credit.

35. The United Nations system offered value added with regard to maximizing the impact of South-South cooperation, which had been incorporated in the 2014-2019 UNDAF for Mexico. It was necessary to define the rules governing South-South cooperation by articulating specific and measurable objectives, as well as indicators and rules aimed at defining the role of the development system in the promotion of South-South cooperation. In that regard, Mexico supported the request of the High-level Committee on South-South Cooperation for UNDG to establish a formal framework and inter-agency mechanisms for the

effective participation of the United Nations development system in South-South cooperation.

36. **Ms. Wang** Hongbo (China) said her delegation hoped that the dialogue on the longer-term positioning of the United Nations development system would contribute to a fuller understanding of the development needs of developing countries and to improving the quality and effectiveness of the Organization's work. General Assembly resolution 67/226 provided clear guidance for the work of the development system and, while encouraging progress had already been made toward its implementation, the system should continue to implement it actively, comprehensively and in good faith.

37. Much remained to be done in the area of poverty eradication, the biggest global challenge and the foundation for the sustainable development of developing countries. The development system should continue to focus on eradicating poverty through strengthening the capacities for self-development of developing countries and continuing to plan and implement projects in line with that focus. Adequate resources and a rational resource structure were crucial for the realization of the MDGs and the post-2015 agenda. The recent decline in development resources and the growing imbalance and fragmentation of core and non-core resources had gravely impeded the development system's capacity to fulfil its mandated responsibilities and were of great concern to developing countries. To address those issues, the system should continue to scale up its resource mobilization efforts, increase the quantity of core funding and improve the quality of non-core resources. Developed countries must also assume primary responsibility for development financing, honour their ODA commitments and step up their assistance to developing countries.

38. United Nations development system entities should further enhance coordination and cooperation on the basis of their respective mandates and comparative advantages. The formulation and implementation of UNDAFs should be based on national ownership and leadership in order to ensure that assistance programmes were aligned with national development strategies and priorities. It was important for the resident coordinator system to be adequately diversified in terms of geographical distribution and gender and for the resident coordinators to respect the views of the Governments of programme countries in conducting their work. Efforts to expand "Delivering as one" must take into account countries' different situations and development needs and respect the choices of programme countries. To that end, development assistance needed to be tailored to countries' specific needs and avoid a one-size-fits-all approach.

39. Despite the evolving development situations of developing countries and related increase in the number of participants in development cooperation, South-South cooperation remained a complement to, not a substitute for, North-South cooperation. The development system should provide necessary policy and financial support for South-South cooperation, explore new ways to promote it, and continue to support and strengthen the role of the United Nations Office for South-South Cooperation. National capacity-building should be a priority for United Nations operational activities for development. China welcomed the development system's increased support in that area and hoped that the Organization would continue to scale up its policy and resource support for capacity-building in developing countries. Looking forward, the post-2015 agenda should continue to prioritize poverty eradication and development while maintaining the diversity of development models and upholding the principles of common but differentiated responsibilities, consensus, and integrated and balanced development. It should likewise promote economic, social and environmental development in an integrated and coordinated manner.

40. **Mr. Shearman** (United Kingdom) said that his delegation welcomed the standard operating procedures for countries adopting the "Delivering as one" approach and encouraged all UNDG organizations to begin implementing them as soon as possible. It was to be hoped that their adoption would help to accelerate the simplification and harmonization of business practices, an agenda which, though challenging, complex and seemingly unglamorous, could, if properly implemented, reduce duplication in back-office functions and unlock savings that could be reinvested in development programmes. A well-functioning and fully funded resident coordinator system was essential; to that end, his delegation welcomed steps taken thus far to clarify the role of resident coordinators and to strengthen corresponding recruitment and training processes. All funds, programmes and specialized agencies should implement the cost-sharing agreement to ensure that

the resident coordinator system was adequately and fairly resourced.

41. Notwithstanding the encouraging improvements in the Organization's capacity to respond to the needs of countries in transition from relief to development, that priority area would require sustained effort and investment. In the area of results-based management, the development of strategic plans that aligned goals and targets with budgets represented an important foundation on which to build. The United Kingdom welcomed the structured dialogues on funding mentioned in the Secretary-General's report (A/70/62-E/2015/4) and looked forward to continued discussions on how best to finance strategic plans. Such discussions must include a frank debate on how to broaden the donor base, including in the area of core resources. The United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women was essential for driving and monitoring progress in the area of gender equality, and it was to be hoped that all United Nations entities would have made progress towards its implementation by the end of the current quadrennial comprehensive policy review cycle.

42. Efforts to make the United Nations system fit for purpose to deliver on the post-2015 development agenda must build on existing reforms rather than reinventing the wheel. While the universal nature of the new agenda presented new challenges and opportunities, the temptation to view it as a mandate to pursue all goals with equal attention must be avoided. The development system must instead focus its efforts on areas where the United Nations had comparative advantages and in which its convening power, neutrality, ability to access challenging environments and unique normative and operational roles could have the greatest impact. Given the persistence of humanitarian crises and conflicts and increasing complexity of the international development architecture, the United Nations must capitalize on its strengths and improve its effectiveness in addressing those situations and building resilience. In that context, instead of waiting for the final adoption of the post-2015 agenda, the system could already begin to apply lessons from, inter alia, the international response to the Ebola crisis. Transforming the development system at the country level would be key; to that end, it would be important to ask whether existing initiatives were ambitious enough to meet the demands of the new agenda. The dialogue on the future positioning of the system must guide efforts to define its role at the country level and to determine how that role might differ according to the national context, as well as its implications for structures at the headquarters level. Those efforts would require consideration of what the United Nations was, and was not, well placed to achieve, and a commitment to genuine collaboration within the Organization as well as with other organizations, partners and national Governments.

43. **Mr. Egli** (Switzerland) said that the quadrennial comprehensive policy review provided useful guidance on how the United Nations development system could be made fit for purpose in the post-2015 era. In that context, the current dialogue on the longer-term positioning of the United Nations system was an important opportunity to take stock of effective and ineffective strategies as well as lessons learned. Fundamental issues such as the alignment of functions, funding practices, governance structures, capacity, the impact of the development system on the ground, partnership approaches and organization needed to be thoroughly analysed in order to determine necessary adjustments. Given the complexity of that effort, Heads of State should use the post-2015 agenda as an opportunity to call for reform and to request an in-depth analysis of how different entities could contribute to the realization of the sustainable development goals. Efforts to implement current mandates stemming from the quadrennial comprehensive policy review should be redoubled. Significant progress had already been made in that regard, and the roll-out of "Delivering as one" and the standard operating procedures was especially encouraging.

44. The role of the resident coordinator was critical for ensuring coherence and delivering on a common development agenda. As a way of strengthening that role and the commitment of all United Nations organizations to delivering results together, resident coordinators could be made directly responsible for conducting country directors' annual performance reviews. The calls by resident coordinators for increased coherence at the headquarters level and allusions to a lack of support for, and, in some cases, resistance to, "Delivering as one" were of great concern. His delegation strongly urged the Chief Executives Board for Coordination to address those issues and requested information from the panellists on concrete measures currently envisaged to tackle them. UNDG had given inadequate attention to the simplification and harmonization of business practices. An action plan

with a clear time frame for the harmonization of policies, regulations, systems and procedures should therefore not only be developed at the headquarters level but should also be proactively communicated to country teams to facilitate the implementation of the quadrennial comprehensive policy review recommendations at the country level. Member States should also be updated on progress in that regard.

45. According to the Secretary-General's report (A/70/62-E/2015/4), and from a funding perspective, the development system was most relevant to countries in situations of transition. In that regard, the recommendations of the Montreux retreats of resident coordinators working in crisis situations, which called for enhanced coherence among political, security and developmental approaches and greater institutionalized collaboration between the Secretariat and funds and programmes, provided a basis for joint action. The results achieved by the development system should be at the heart of discussions regarding its operational activities. Unfortunately, the United Nations had achieved inadequate results to date in the areas of economic growth and employment, and industry, trade and investment, two priority areas for assistance identified by programme countries. It was not clear whether the Organization offered a comparative advantage in those areas, beyond its norm-setting function. It was, however, crucial for the United Nations to establish innovative partnerships with international financial institutions and the private sector to advance the post-2015 agenda.

46. Better focused strategic guidance and enhanced oversight for its implementation was needed. One way to improve guidance would be by establishing an expanded quadrennial comprehensive policy review that would avoid micromanagement and focus instead on key system-wide aspects of United Nations operational activities, thereby providing insight into the complementarity of different agencies' mandates and enabling the realization of the post-2015 agenda. In addition, the mandate of the Chief Executives Board for Coordination could be enhanced to ensure effective monitoring of the implementation of system-wide mandates. In that case, the executive boards would oversee agency-specific implementation, and the Council would perform an oversight function with regard to the work of the Chief Executives Board, directly overseeing system-wide mandates including those relating to the Organization's engagement in multi-stakeholder partnerships.

47. His delegation had expected that, by the end of the operational activities segment, a negotiated Council resolution outlining the progress achieved and challenges encountered in implementing the quadrennial comprehensive policy review would have been drafted in fulfilment of the Council's monitoring function in that regard. To guarantee the successful implementation of the post-2015 agenda on the ground, greater coherence between guidance at the political level of the Organization and the United Nations development system was needed. To that end, the General Assembly, the Council, the quadrennial comprehensive policy review and the high-level political forum on sustainable development should be aligned and should hold regular joint meetings on themes of common interest.

48. **Mr. Hahn** Choonghee (Republic of Korea) said that 2015 presented a timely opportunity to evaluate the long-term capacity of the United Nations development system to respond to development challenges in the post-2015 era. In that regard, it was essential for the development system to utilize its comparative advantages and expertise in supporting Member States and collaborating with stakeholders on the review and implementation of the post-2015 agenda.

49. Despite the encouraging progress cited in the Secretary-General's report (A/70/62-E/2015/4), more remained to be done to achieve a relevant, coherent and effective United Nations development system. In that respect, system entities must continue to align their strategic plans with the quadrennial comprehensive policy review in order to enhance system-wide effectiveness and inter-agency coordination. In response to calls for greater flexibility, the United Nations development system should redouble its efforts to forge partnerships with new development actors and strengthen cooperation within the United Nations and with Member States. The transformative post-2015 development agenda could only be realized through genuine partnerships based on global solidarity and principles such as those set forth in the Global Partnership for Effective Development Cooperation. Partnerships were likewise essential for addressing funding challenges. Bearing in mind the decline in overall ODA and greater imbalance between core and non-core resources, the United Nations development

system should further expand the donor base by unlocking investments from, inter alia, private sector and civil society actors, and by increasing coherence in the area of results-based management. His delegation welcomed the development system's increased focus on South-South cooperation and hoped that the Organization would continue to facilitate exchanges and strengthen inter-agency mechanisms in consultation with the United Nations Office for South-South Cooperation.

50. **Mr. Versegi** (Australia), speaking also on behalf of Canada, said that, in view of the fundamental changes in the development landscape since the adoption of the MDGs, the United Nations development system must continue to improve operational, programmatic and policy coherence in order to remain relevant to national and global needs and to stay at the forefront of the new development agenda. The 2012 quadrennial comprehensive policy review had represented a key step in that direction, and the robust data and content outlined in the Secretary-General's report (A/70/62-E/2015/4), as well as the progress demonstrated across a spectrum of reforms, attested to the commitment by partners to a stronger, more effective and relevant development system. However, partners should not be satisfied with the achievements to date, but should rather seek out opportunities to implement reforms, integrate them in country team processes, identify and overcome hurdles at the corporate or headquarters level and improve efficiency and performance.

51. Australia and Canada had consistently worked to support the quadrennial comprehensive policy review agenda and its key initiatives. They commended country teams' efforts to strengthen UNDAFs, as well as Governments' increasing use of them as planning tools for more coherent and results-based development. Planning and reporting processes in that context could nonetheless be further streamlined to reduce the burden on country teams and increase the level of accountability to national Governments. Australia and Canada welcomed ongoing improvements in gender and disability-disaggregated data and reporting. Noting that 7 in 10 new UNDAFs included references to the needs of persons with disabilities and that half of country teams used disability-disaggregated data to inform their country analysis, their delegations encouraged country teams to further boost those figures and specifically to include the Washington Group short question set in all monitoring data systems, as recommended by the relevant United Nations Expert Group Meeting in July 2014. Australia and Canada welcomed the roll-out of the standard operating procedures and looked forward to further reporting in 2015 on their implementation. They also welcomed system entities' increasing capacity to support the implementation of "Delivering as One" and steps taken to strengthen the role of resident coordinators and improve corresponding selection processes. Priority needed to be given to ensuring that resident coordinators were sufficiently empowered and their offices adequately resourced, as well as to ensuring mutual accountability among country team members. In that context, the need to implement the UNDG cost-sharing arrangement was especially urgent.

52. The simplification and harmonization of business practices remained frustratingly slow and therefore required particular attention from all agencies. The progress in the roll-out of the business operations strategy, which was contributing to a reduction in programme and coordination costs, was nonetheless encouraging, as was the feedback on the pilot joint operations facility established in Brazil. It was to be hoped that that model could be replicated elsewhere, including in multi-country contexts such as the Pacific and Caribbean islands. Australia and Canada looked forward to the recommendations emanating from the cost-benefit analysis of such pilots.

53. Harmonizing its investments with peacebuilding and humanitarian operations would be a key challenge for the development system, particularly given the increasingly protracted and complex nature of global crises, which could give rise to parallel humanitarian and development needs across decades. All United Nations agencies and missions should therefore support and complement each other's work, as well as that of civil society and national Governments; in that regard, strong, collaborative leadership, strengthened cooperation mechanisms and seamless operational and technical support were needed on the ground. It would ultimately be useful to think beyond the quadrennial comprehensive policy review and focus more broadly on ways to strengthen the linkages between relief, peacebuilding and development and to improve approaches to early recovery and risk reduction. Coherent funding modalities that provided incentives for collaboration should also be strengthened. The Secretary-General's strategic review of United Nations peace operations and the review of the United Nations

peacebuilding architecture presented key opportunities to advance that reform.

54. The post-2015 development agenda and the increasing diversity of sources of finance for development provided a unique and timely opportunity for the implementation of profound institutional reforms to complement and build upon the country-level initiatives undertaken in recent years. Reform must serve a purpose, however, and must therefore begin with a comprehensive discussion to determine the types of functions that the development system should perform, followed by consideration of the most appropriate reforms based on those functions. The role of the interlinked elements of form, finance and governance in improving functions must also be examined. Consensus was essential in the context of those discussions, and their success would depend on collective efforts by Member States and the United Nations development system to promote behavioural change and achieve "One United Nations".

55. **Mr. Bishnoi** (India) said that, while his delegation welcomed the significant progress made by the United Nations development system in recent years, the system should continue to focus on fulfilling its mandated responsibilities defined under General Assembly resolution 67/226. As underscored in that resolution, poverty eradication remained the highest priority for developing countries and the greatest global challenge. The main focus of the operational activities segment should be to ensure that effective mechanisms were in place to address that challenge. More than two years since the adoption of the resolution, United Nations funds and programmes had still released no information on steps taken to eradicate poverty. It was therefore crucial, on the threshold of the post-2015 agenda, that a detailed and comprehensive report on progress made by UNDP in that area should be issued. Funding for development was under increasingly acute pressure, making ODA all the more critical at a time when developing countries were facing curtailed capital flows, economic slowdown and increased programming requirements. Those needs must be met by increasing ODA, promoting investment and trade, and facilitating access to and transfer of advanced technologies to developing countries.

56. Policy conditionalities, which were tied to donor-driven aid arrangements for development activities, had a negative impact on those countries. The United Nations operational activities for development should therefore feed into national development plans and not be accompanied by conditionalities, as developing countries needed to have the policy space required for their own development. The fundamental principles of national ownership and adherence to national development priorities must be the pivots around which United Nations development activities were undertaken.

57. Support for South-South cooperation must go beyond lip service. While the United Nations development system should assist developing countries in implementing South-South cooperation projects whenever such help was requested, its Office for South-South Cooperation, the only entity in the development system mandated to address South-South cooperation, was itself facing severe resource constraints. His Government's approach to such South-South cooperation had been to share its experience and knowledge in a spirit of solidarity with other countries from the South, as evidenced by the IBSA Fund, which had been established in partnership with the United Nations Office for South-South Cooperation. He hoped that that Office would be given the resources it needed to fulfil its mandate.

58. The real task for the crafters of the post-2015 development agenda would be to give practical shape and meaning to the guidance provided by the quadrennial comprehensive policy review and to ensure the effective implementation of its outcomes. Selective implementation which benefited only a few and ignored the interests of the larger developing world might not be prudent.

59. **Ms. Fladby** (Observer for Norway) said that, given the breadth of the post-2015 development agenda, priorities for the work of the United Nations development system needed to be established based on the Organization's comparative advantages, namely, its legitimacy, universality and broad country presence. The United Nations should capitalize on its unique role as an entity with both normative and operational functions by strengthening the interlinkages between them. In that context, a major task of the United Nations country teams should be to assist in the implementation of international norms, including human rights standards, notably by helping Governments to align national policies and legislations with those norms and by providing other forms of capacity support as needed. In crisis situations, the

development system had a major role to play in strengthening the sustainability and responsiveness of States and in reducing and preventing conflict. While coherence between operational activities and peace and security had improved, more needed to be done, particularly in terms of strengthening the development pillar. Recent humanitarian crises had demonstrated the importance of prioritizing the latter at an early stage.

60. The new monitoring framework had enhanced the evidence-based dimension of the Secretary-General's report (A/70/62-E/2015/4). While the overall picture was one of progress, more might have been hoped for in some areas. The requests by 43 Governments to adopt the "Delivering as one" approach attested to the advantages of that approach, and the fact that the Secretary-General and heads of 18 United Nations entities had jointly transmitted the standard operating procedures to all country teams demonstrated the commitment of the entire United Nations development system to that initiative. Entities should continue to address bottlenecks that were preventing country teams from fully realizing the efficiency gains of "Delivering as one." Norway welcomed the "operating as one" component of the standard operating procedures and hoped that it would contribute to reducing administrative costs. While steps had been taken to clarify and broaden the role of resident coordinators, including in monitoring implementation of the Rights Up Front Initiative, efforts must be made to ensure that they were sufficiently empowered to carry out their diverse responsibilities. The management and accountability system should be implemented immediately and in full by all UNDG agencies, and resident coordinators' offices must possess adequate staff with the required professional competencies. Norway urged UNDG to give due attention to those considerations in the context of developing the relevant cost-sharing arrangement for 2016 and beyond.

61. Notwithstanding the progress made by individual entities in the area of results-based management, greater attention needed to be given to the challenges of reporting on common results in programme countries and of defining how the results of the United Nations development system could contribute to national results. While progress had been made toward integrating gender equality and women's empowerment into development efforts, there was still scope for improvement. With respect to funding, it was unfortunate that no attempts appeared to have been made to address the asymmetry between Member States' expectations and current funding arrangements and that burden-sharing with respect to core contributions had not improved. Her delegation welcomed the agreement to conduct informal dialogues between the formal sessions of the Council on operational activities for development and hoped that the papers presented during those dialogues would enrich the common understanding of the issues raised. Underscoring that the experience of UNDG members would be valuable in that context, Norway requested further information on how their participation could be made possible.

62. **Ms. Lalic Smajevic** (Serbia) said that the key role of the United Nations system in the realization and monitoring of the new sustainable development goals should be at the centre of deliberations on the post-2015 development agenda. The new agenda offered a unique opportunity to tackle complex development challenges including, inter alia, changing patterns of migration, youth unemployment and the combined impact of climate change, induced natural catastrophes and financial market volatility, all of which had affected Serbia in recent years.

63. Serbia looked forward to collaborating with the United Nations country team in preparing a final assessment of its fulfilment of the MDGs and developing a new UNDAF for 2016-2020. Great care had been taken, in joint consultations between line ministries, United Nations agencies and the country team, to align the UNDAF with the development strategy and needs of Serbia, a process that was coinciding with the negotiations on its accession to the European Union. The five main pillars of the UNDAF were closely aligned with her Government's priorities.

64. Support in the form of ongoing programmes carried out by United Nations agencies and funds in Serbia in 2014 amounted to $140.5 million, of which the largest portion, $57 million, was earmarked to the United Nations Office for Project Services. That entity was currently implementing programmes in underdeveloped areas of Serbia and providing rehabilitation assistance in response to the disastrous floods the country had faced in 2014. The United Nations country team had responded efficiently and effectively to that disaster, saving lives and preserving infrastructure, and representatives of her Government, together with the resident coordinator, planned to share their experiences at the Third World Conference or

Disaster Risk Reduction. Serbia had also worked closely with the Capacity for Disaster Reduction Initiative on increasing its resilience and preparedness for combating natural disasters.

65. Serbia was currently preparing to participate in a number of international forums, including the third International Conference on Financing for Development, the United Nations summit for the adoption of the post-2015 development agenda, the twenty-first Conference of the Parties to the United Nations Framework Convention on Climate Change and the World Humanitarian Summit to be held in Istanbul in 2016. In view of the interconnection and mutual dependence of disaster risk reduction, the formulation and adoption of the sustainable development goals, the fight against climate change and the issue of humanitarian relief, United Nations operational activities must be prepared to address those challenges in a coherent and integrated manner. Serbia agreed that, in the post-2015 context, joint and coordinated responses to capacity development needs were more crucial than ever. A common approach to supporting the development of functional capacity must be combined with a customized approach to supporting technical or sector capacity by United Nations entities. In conjunction with the resident coordinator, Serbia was currently establishing a United Nations House in Belgrade designed to enable United Nations agencies to work together more rationally and efficiently.

The meeting rose at 6.20 p.m.